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THE INTELLIGENCE COMMUNITY'S
MAJOR PRODUCTS, PRODUCTION ELEMENTS
AND POINTS OF CONTACT FOR CONSUMERS

Note: This paper was prepared by the Product Review Division (PRD) of the Intelligence Community Staff. PRD's primary functions are to conduct a continuing critical review of national intelligence products, to prepare post-mortem reports of the community's performance prior to and during international crises, and to oversee and recommend improvements in the community's crisis management and warning mechanisms and procedures. In the performance of these functions, PRD officers are in close touch with representative elements of both the consumer community and the intelligence production community and are thus well placed to act as a bridge between them. They will be happy to respond to any questions consumers may have concerning the production community or national intelligence products. The names of PRD officers, their geographical or functional responsibilities, and their telephone numbers are listed in Annex H.

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I. INTRODUCTION

This paper identifies and briefly describes the major end products of the intelligence process. It also indicates which elements of the intelligence community are primarily responsible for the preparation of these products and identifies the particular officers who have primary production responsibility for each product. The names and telephone numbers of these officers are listed in the appropriate annexes, and all the data in this paper is summarized in matrix form at Annex A.

II. MAJOR PRODUCTS

A. National Estimates

1. There are four major types of national estimative papers, as listed below. They are prepared and coordinated among appropriate elements of the community under the sponsorship of the appropriate National Intelligence Officer (NIO). *

2. National Intelligence Estimate (NIE) - The NIE is intended for NSC-level policy-making authorities. Topics selected for treatment in the NIE format are limited to those of high policy concern. The exposition is normally structured in such a way as to illuminate policy issues and, when appropriate, the choices which may be open to policy authorities. If back-up material is required, it is often

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published in separate annexes. NIEs are published by the DCI after approval by the United States Intelligence Board (USIB). *

3. Special National Intelligence Estimate (SNIE) - SNIEs differ from NIEs in that they address specific policy problems immediately on the horizon. They are generally shorter, and prepared more quickly, than NIEs.

4. National Intelligence Analytical Memorandum (NIAM) - The NIAM is intended for officials involved in policy support activities below the NSC level. Topics selected for treatment in NIAMs are of important policy concern but usually do not have the high priority of NIE topics. The analysis and supporting evidence in a NIAM will normally be exposed in some detail. NIAMs are issued by the DCI generally after telephonic approval by the USIB.

5. Interagency Intelligence Memorandum (IAM) - The key difference between an IAM and other estimates is the fact that an IAM does not require USIB concurrence. The IAM is a coordinated effort of several agencies which addresses relatively broad and complex issues and is intended for a high-level audience.

B. Defense Estimates

1. DIA produces four main types of estimative papers. They focus primarily on military subjects and are addressed primarily to DOD consumers.

2. Defense Intelligence Estimates (DIE) are coordinated with the intelligence chiefs of the services whereas Defense Intelligence Estimate Memoranda (DIEM) are not coordinated. DIEMs often are used as vehicles for more immediate estimative responses than are possible with DIEs. Special Defense Intelligence Estimates (SDIE) generally address subjects or issues which are narrower in scope or more specific in impact than the subjects of DIEs. SDIEs are coordinated with the services.

* A list of USIB members is at Annex C.

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Defense Intelligence Analytical Memoranda (DIAM), which are not coordinated with the services, are used to address major analytical problems and often include a historical review. They do not necessarily include a forecast as an estimate would.

C. State/INR Analytical/Estimative Papers

INR produces Research Studies designed to give State Department officers background information on policy-related subjects or to draw their attention to phenomena of potential importance for the security or foreign relations of the United States. These studies may, for example, examine the social and political factors shaping the outcome of an election, changing patterns of third-world cooperation and competition, the implications of trade arrangements, the issues to be discussed at an international conference, or general political, economic and military developments. They may speculate on the thoughts and plans of national leaders. Wherever possible, estimates of likely prospects are included in the studies.

D. Current Intelligence

1. Dailies--

a. President's Daily Brief (PDB) - A compilation of key items of intelligence on foreign developments prepared by CIA's Office of Current Intelligence and distributed only to the President, Vice President, and Secretary of State.

b. National Intelligence Daily (NID) - A compilation in tabloid format of key items of current intelligence produced six days a week by CIA's Office of Current Intelligence. To the extent possible, it is prepared in consultation with all appropriate elements of the community. The dissemination is limited to about 65 named principals only. Items classified up to TS [REDACTED] may be included in the NID.

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c. National Intelligence Bulletin (NIB) - The NIB is published six days a week by an interagency editorial board responsible directly to the DCI. It is produced in collaboration with member agencies of the USIB. The NIB receives a relatively wide dissemination with approximately 300 copies being sent to readers outside CIA. TS NOFORN COMINT is the highest classification included in the NIB.

d. Defense Intelligence Notices (DIN) - Prepared by DIA, DINs each discuss a single development of current intelligence interest. They are disseminated in as near real-time as practicable. Those items which deserve immediate attention to support current decision making are identified as Special DINs. Distribution is largely within the DOD and to the military commands world-wide.

e. DIA Intelligence Appraisal (DIAIAPPR) - DIA's current appraisals contain in-depth analysis, reflect community-wide coordination and present greater graphics support than is possible in the DINs.

f. State/INR Intelligence Briefing Notes - One-page reports which alert senior officers of the State Department to significant new items of intelligence and comment on them.

2. Weeklies--

a. DIA Weekly Intelligence Summary (DIAWIS) - A world-wide compilation issued on Fridays.

b. The Weekly Review - Issued every Friday by OCI, this review reports and analyzes significant developments of the week through noon on Thursday. Topics requiring more comprehensive treatment, and therefore published separately as Special Reports, are listed in the contents. Material in this periodical is at the Top Secret/Codeword level. An expurgated version of the Review at the Secret level, entitled The Weekly Summary, is distributed more widely.

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E. Warning

1. Alert Memorandum (AM) - An interagency publication issued by the DCI on behalf of the community. It is addressed to the members of WSAG and disseminated, inter alia, to all USIB Principals. It provides explicit warning of possible developments abroad of major concern to the US. It is prepared under the direction of the appropriate NIO.

2. Strategic Warning Notice - Issued by the Special Assistant to the DCI for Strategic Warning to the DCI, who will notify the President and NSC or take such other action as he deems necessary. When time is of the essence, the Special Assistant may issue such notices directly to the President and NSC with concurrent dissemination to the DCI and USIB Principals.

3. DIA Warning Intelligence Appraisal (DIAIAPPR) - This publication is a form of time-sensitive alerting intelligence which contains greater depth of analysis than that permitted in a special DIN.

F. Other Analytical Studies

The various components of the intelligence community produce a wide variety of other reports and studies within their areas of responsibility.*

III. ORGANIZATION FOR PRODUCTION

A. The National Intelligence Officers

1. By memorandum of 3 October 1973, the Director of Central Intelligence advised the USIB Principals of the

* A recent survey of Washington-produced intelligence community periodicals revealed that some 130 hard-copy intelligence publications are issued at least twice a year and disseminated outside the agencies of origin. Most of these cover highly specialized military subjects, such as Order-of-Battle, which are rarely of interest to consumers outside the intelligence community.

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establishment of a system of National Intelligence Officers to take over the functions previously performed by the Board and Office of National Estimates, which had been disbanded, plus additional assignments.

2. The DCI memorandum stated that each National Intelligence Officer was his personal representative and reported directly to him. By tasking USIB members through the normal chains-of-command, the NIOs satisfy the requirements for National Intelligence Estimates, for the responses to National Security Staff Memoranda, and for DCI briefings. The task of each NIO was "to provide contact laterally ... across the functional organized intelligence community and with customers and outside consultants as required" to provide coordinated products using panels of experts or ad hoc committees.

3. The specific tasks of the National Intelligence Officers were to:

- a. identify customer needs for national intelligence;
- b. evaluate the intelligence product and the effectiveness of programs;
- c. specify uncertainties which require collection guidance; and
- d. report problems in analysis, production, or national policy on which national intelligence might offer assistance.

4. The directive states that National Intelligence Officers will maintain close personal relations with the National Security Council Staff and other principal intelligence consumers and contributors: "They will present fully objective presentations of alternative views and interpretation."

5. The Director of Central Intelligence placed the NIOs outside the CIA organization and created a Deputy to the DCI for the NIOs. The directive stated that NIOs may be appointed for geographical areas or functions as the DCI may deem

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necessary from time to time. NIOs are chosen for their expertise, not their affiliation, and may be selected from the military services, CIA, DIA, NSA, State, and other government departments, academia, or industry. A list of the current NIOs, their assignments, and telephone numbers is attached (Annex B).

6. In addition to overseeing all national intelligence production, the NIOs have specific responsibility (as noted above) for the preparation, coordination, and dissemination of the four major types of national estimative papers and Alert Memoranda.

B. The Central Intelligence Agency

1. As indicated on the chart at Annex D, the bulk of CIA's production responsibilities rests with the Directorate of Intelligence (DDI), in the following specialized offices:

a. Office of Current Intelligence (OCI) - This office prepares the President's Daily Brief, the National Intelligence Daily, the Weekly Review, and the Weekly Summary. It provides the editor and other staff support for the National Intelligence Bulletin. At the request of the DCI and the NIOs, it prepares a variety of other special studies on matters of current interest.

b. Office of Economic Research (OER) - This office publishes two periodicals, the Economic Intelligence Weekly and International Oil Developments, also a weekly. Its analysts participate in the preparation of all national products that have an economic dimension.

c. Office of Political Research (OPR) - This office undertakes studies that look further into the future and are thus necessarily more speculative than estimative papers put out by the NIOs. During the past year, for example, it has published papers on possible longer-term (5-10 years) developments in Sino/Soviet relations and on Japan's changing leadership.

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d. Office of Strategic Research (OSR) - As the name implies, this office concentrates its efforts on the strategic forces of the Soviet Union, the People's Republic of China and the other communist nations. It maintains the order of battle information necessary to prepare studies on strategic forces and to promptly respond to requests for special evaluations. It also works in the area of Net Assessment.

e. Three other elements in the DDI--the Office of Geographic and Cartographic Research (OGCR), the Foreign Broadcast Information Service (FBIS), and the Imagery Analysis Service (IAS)--prepare analytical studies in their specialized fields. These studies are usually produced as contributions to broader based studies, such as national estimates, and are not generally of direct interest to consumers outside the intelligence community.

2. CIA's Directorate of Science and Technology (DDS&T), in addition to collection and processing responsibilities, has major production responsibilities. These are concentrated in the following two elements:

a. The Office of Scientific Intelligence (OSI) - This office publishes reports and studies on foreign technical and scientific developments which are of special interest or concern to the policy maker. It concentrates, for example, on laser developments in the Soviet Union and the nuclear proliferation problem world-wide. It also publishes two periodicals: the Weekly Surveyor, relatively brief notes (designed primarily for other analysts) on spot items of S&T intelligence; and the Scientific Intelligence Digest, a monthly compilation of analytical articles on important S&T subjects.

b. The Office of Weapons Intelligence (OWI) - This new office was set up in 1974 to concentrate on the analysis of weapons systems as a whole, as distinct from technical information on the performance of individual weapons.

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It produces a daily Weapons Intelligence Summary and prepares special studies for weapons-related estimative papers.

C. The Defense Intelligence Agency

1. The organization of the Defense Intelligence Agency for production is given on the chart at Annex E. Four major components are involved.

2. Defense Intelligence Officers (DIOs) - General Graham recently established the DIO system in DIA. The responsibility of DIOs within DIA is similar to that of the NIOs with respect to the community as a whole. A list of the current DIOs, their assignments, and telephone numbers is attached (Annex F).

3. Deputy Director for Intelligence (DI) - All-source finished general intelligence is produced by this directorate, including current intelligence (daily reports and memoranda) and studies in the areas of military capabilities. Studies and reports are produced on such subjects as military economics, demography, terrain, transportation, weather, military medicine, and escape and evasion. This directorate develops and maintains all target systems and produces assessments of bomb damage and research on physical vulnerability. It also makes in-depth assessments on military operations.

4. Deputy Director for Science and Technology (DT) - This directorate has three divisions which produce scientific and technical intelligence in their designated areas: Nuclear Energy and Applied Sciences, Weapons and Systems, and Electronics and Command and Control. The material produced is used by the Directorates for Intelligence and for Estimates.

5. Deputy Director for Estimates (DE) - This directorate prepares all DIA estimates and forecasts and works with the NIOs, DIOs, and other departments and agencies on issues related to estimates.

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D. The Bureau of Intelligence and Research (INR)

1. Like DIA, INR's products are intended primarily to support departmental needs but are also distributed to other elements of the intelligence community. INR analysts do, however, participate actively in the preparation and coordination of national intelligence products, such as NIEs and the NIB.

2. As indicated by the chart at Annex G, INR consists of three major production elements. Most of the analytic and estimative work is done in the Research Directorate, which is subdivided into four geographic and four functional offices.

3. The Current Intelligence Staff, in addition to producing the daily Briefing Notes for senior officers of the Department, is heavily engaged in the preparation and presentation of oral briefings.

4. The Office of External Research manages the Department's program of contract research on foreign affairs; arranges for outside experts to work with the Department as consultants, conferees and seminar leaders; coordinates other government-supported research on foreign affairs; and collects and disseminates academic research papers and reports.

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